



ABSTRACT AND BIOGRAPHY

You Can't Grade Your Own Homework

The Agency has three good reasons for conducting Independent Reviews of its programs and projects: first, we want the program/project to receive independent assurance that they are doing the right thing; second, NASA senior management needs to understand that the program/project is on the right track, is performing according to plan, and that externally-imposed impediments to its success are being removed; and third, the Agency needs to provide our external stakeholders assurance we are doing the right thing. As a result, this independent review process is a collaborative effort between stakeholders, Agency senior management, Center Management, Technical Authority, and program/project management. To accomplish this independent review, the Convening Authorities establish an independent Standing Review Board (SRB) that will follow the program or project through its lifecycle. This board will be staffed with individuals outside of the programmatic or institutional authorities related to the program/project in question. Since programs and projects depend on both the programmatic and institutional authorities to accomplish their efforts successfully, the SRB is a group that can provide good, independent assessment of the program/project for the Agency as it advances through its key decision points. SRBs are the Agency's approach to answering the Administrator's charge: You can't grade your own homework, regardless of the position you hold as part of the program and project. Learn more about Independent Reviews, Standing Review Boards, Independent Cost Estimates, Key Decision Points, Schedule Risk Assessments, and collaboration with agency stakeholders in these informative sessions as part of this presentation.

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James Ortiz is the Deputy Director (and current Acting Director) of the Independent Program Assessment Office (IPAO), within the Office of Program Assessment and Evaluation, NASA Headquarters. The IPAO, located at Langley Research Center (LaRC), is responsible for evaluating the Agency's Program's and project's cost, schedule, management and technical content at key decision points in the life-cycle to ensure that they are on a path to mission success and to inform the decision authorities of the Program or project readiness to proceed at each of the Agency's key decision points.

Dr. Ortiz joined NASA's Johnson Space Center (JSC) in July 1990 from the U.S. Air Force where he served as flight test engineer for electronic warfare systems on high-performance aircraft from the U.S. Air Force, Navy, and the Canadian and German Air Forces. In 1998 - 1990, he was the lead flight test engineer on the F-15 E fighter aircraft leading to its initial operational capability and deployment to Desert Storm.



PROJECT MANAGEMENT CHALLENGE 2009

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During his career at NASA, Dr. Ortiz has held several assignments including section head for International Space Station (ISS) systems training in the Mission Operations Directorate (MOD) from 1992-1995; senior NASA research exchange engineer with the air force research laboratory from 1996-1998; chief of the advanced projects office in MOD from 1998-1999; chief engineer for project evaluation and then manager of the JSC Systems Management Office in the Office of the JSC Chief Engineer from 1999-2006. In 2007, he was named manager of the JSC Office of Analysis and Assessment reporting to the JSC Center Director. He later served as deputy manager for Integrated Avionics and Software for the Orion project.

He has also held special assignments as the focal point for the design certification of the shuttle fleet for return to flight after the Columbia accident in 2004 and as senior technical analyst in the Office of Program Assessment and Evaluation at NASA Headquarters in 2006. Ortiz was a member of the NASA team that wrote NPR 7120.5D in 2006-2007.